

PARTNERING SUCCESS STORY: **ADOT & The City of Phoenix**

Situation:

- Internal Cross-Functional Partnership – The City of Phoenix Water Dept. is attempting to standardize on certain process control systems for water production and distribution. Each plant in the City is somewhat independent and has evolved with different protocols and systems. The City believes this is not cost effective in the long run and wants to develop some standards for future development. Obviously, there are many political issues here, with each plant believing that what they are doing is the "best" approach. A cross-functional team was assembled from all operating units to address the challenge.

Challenges:

- Effectively involving critical stakeholder groups and getting their buy-in to both the process and the ultimate study recommendations.
- Agreeing on a Department-wide vision for the future of Process Control systems
- Staffing the project with qualified people while still maintaining day-to-day operations
- Maintaining executive level commitment to the study process and getting them to provide sufficient resources for the study
- Breaking down territorial silos between divisions and operating plants
- Logistically organizing and managing a cross-functional team where its members are spread throughout the City.

Partnering Practices:

- A one-day Partnering workshop was held to initiate the project, develop a team Charter with shared goals and objectives, identify initial issues and concerns related to the study, and ensure management commitment to the process.
- Study team was formed which included co-project managers from the two major Divisions of the Department and included several outside consultants who are typically involved in analyzing/recommending process control systems.
- Established a schedule of quarterly project reviews with the management team to keep them informed and committed to the team.
- Conducted regular Partnering Evaluations to address team concerns and maintain positive working relationships.

Outcomes:

- Project team has remained in tact for over a year and has a good working relationship.
- The project has weathered some significant changes in direction, but continues to move forward and is resolving the critical issues. The team is now developing its final set of recommendations and gaining support for the new standards that will be proposed.
- The project had to be extended by six months (see above bullet), but received strong management support and resources to complete the job.